

SECRET

GFW

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Address of the National War College

FROM:

George V. Lauder
Director, Public Affairs
7D00

EXTENSION

7676

NO.

ER 84-706/1; PAO 84-0482

DATE

4 December 1984

TO: (Officer designation, room number, and building)

DATE

RECEIVED

FORWARDED

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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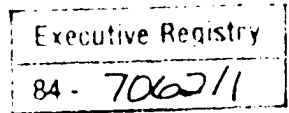
15.

for Monday
night - he
has speech &
better get back
to me on it
soon!

SECRET



NATIONAL DEFENSE UNIVERSITY
NATIONAL WAR COLLEGE
WASHINGTON, D.C. 20319



REPLY TO
ATTENTION OF

12 September 1984

Mr. John N. McMahon
Deputy Director
Central Intelligence Agency
Washington, D. C. 20505

Dear Mr. McMahon:

I am pleased to learn from [redacted] that you will be able to address the members of The National War College on Tuesday, December 11, 1984. You are uniquely qualified to assist in providing our students a greater insight into the intelligence community's role in national security planning and decisionmaking--the subject before the class during the month of December.

STAT

We shall also be studying the roles of the President, his special assistant for National Security Affairs, the Defense and State Departments, the Joint Chiefs of Staff, and the Military Services--all with the goal of grasping the interactions between these key players and the Intelligence Community in national security policy development. We would hope that you could spend one and one-half hours beginning at 10:00 a.m., which would include your presentation and a question and answer period.

The National War College has a well-established policy of holding all remarks in presentations such as yours in strictest confidence. This, I believe, permits the speaker to discuss his subject freely and with complete candor. Additionally, the audience will consist of U. S. military and federal civilian personnel only; all have TOP SECRET clearances.

The enclosed requisite form will provide the needed information for the administrative support of your visit. Please indicate your decisions and return it at your convenience. I would appreciate receiving a copy of your current biography in order to acquaint the student audience with your experience and background.

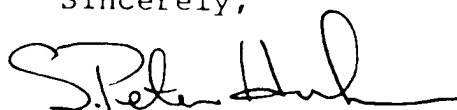


Colonel Rich Siner, the faculty member directing this portion of our curriculum, will continue to be in touch with your office regarding the specifics of your presentation. Please do not hesitate to call him at 693-8115 if you have any further questions or he can be of any assistance.

We look forward to welcoming you to The National War College on December 11th.

With best wishes,

Sincerely,



Perry M. Smith
Major General, USAF
Commandant

Encl

Requisite for Forthcoming Presentation

SPEAKER: Mr. John N. McMahon

TIME, DAY, DATE: 10:00 a.m., Tuesday, December 11, 1984

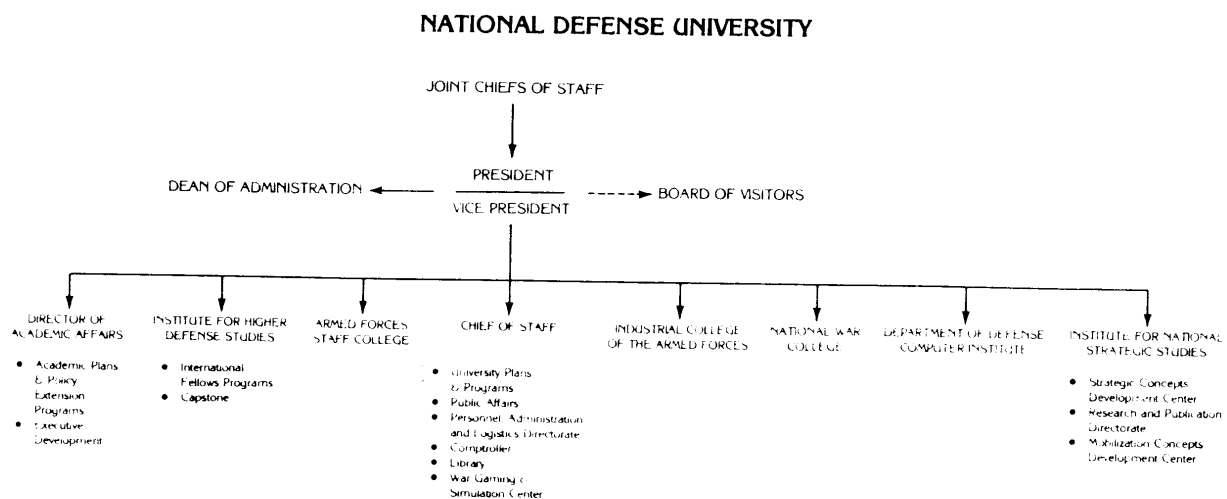
TITLE/TOPIC: Intelligence and the Role of the DCI

PLEASE UNDERLINE OR FILL IN NECESSARY INFORMATION AND RETURN TO DEAN OF FACULTY AND ACADEMIC PROGRAMS, NWC IN THE ENCLOSED ENVELOPE AT YOUR EARLIEST CONVENIENCE.

1. I (do) (do not) desire NWC to make a hotel reservation for me. N/A
 - a. If reservation is desired, please state dates and hotel preference, if any _____
 - b. If reservation is not desired, please state where you can be contacted in the Washington area. _____
(Address and Phone Number)
 - c. My expected time of arrival in the Washington area will be:
_____ on _____ via _____
(Hour) (Date) (Airline and Flight Number, or other means)
2. It is recommended that you arrive at NWC twenty minutes prior to presentation.
3. I (~~do~~) (do not) plan to stay for Discussion Group Meeting.
4. I (~~will~~) (will not) use visual aids in my presentation. If affirmative, please indicate what type.
5. The classification on my lecture will be: UNCLASSIFIED _____
CONFIDENTIAL _____ SECRET _____ TOP SECRET xxxx _____.
6. I (do) (~~do not~~) object to properly cleared visitors at my presentation.
7. Reimbursement and honorarium: The sum of \$ N/A is proposed as reimbursement for your valued assistance to the College. This amount includes governmental limits for transportation costs, a modest honorarium of \$100 and billeting expenses (if appropriate). (For U.S. Federal employees, only travel and billeting costs can be reimbursed.)

(If this arrangement is acceptable, PLEASE INITIAL _____.)

John N. McMahon
(Signature) *1892*



MISSION

The mission of the National Defense University is to ensure excellence in professional military education and research in the essential elements of national security.

Specifically, the National Defense University is tasked to:

- Prepare selected commissioned officers and civilian officials from the Department of Defense, Department of State, and other agencies of Government for command, management, and staff responsibilities in a multinational, intergovernmental, or joint national security setting. The curricula of the two senior colleges emphasize national security policy formulation, military strategy development, mobilization, management of resources for national security, and planning for joint and combined operations. The Armed Forces Staff College curriculum is designed to prepare midcareer officers for joint and combined staff duty. In addition to mission-specific education the colleges emphasize developing executive skills and improving competencies.
- Ensure continuing excellence in professional military education in the field of national security by providing a range of short programs, including correspondence courses, focusing on joint matters for study by selected commissioned officers and government officials from all Services, selected agencies of the U.S. Government, and friendly nations.
- Promote excellence in information resources management (IRM) education for executive users of information systems at senior and intermediate levels.
- Provide through two research centers and the War Gaming and Simulation Center a resource of expertise for the benefit of the Secretary of Defense, the Joint Chiefs of Staff, the component colleges of the National Defense University, and other Federal departments and agencies involved in national security.
- Conduct short-range and long-range studies of national security policy, military strategy, the allocation and management of resources for national security, and civil-military affairs. Associated research is centered on

college missions and is relevant to JCS and OSD study requirements. A major goal of University research is to create a national repository of expertise on mobilization, military strategy, and joint/combined operations subjects.

- Promote understanding and teamwork among the Armed Forces and between them and those agencies of the Government and industry that contribute to national security.


ORGANIZATION

The President of the University is a lieutenant general or vice admiral chosen on a rotating basis from one of the military departments; the Vice President is a senior Foreign Service Officer appointed by the Department of State. A Chief of Staff and Director of Academic Affairs report directly to the President and provide academic and logistical support to the University and colleges. The directors of the Institute for National Strategic Studies, Department of Defense Computer Institute, and Institute for Higher Defense Studies also report directly to the President.

The President's staff includes professionals with a combination of educational and military experience that enables them to assess ongoing academic programs, to interact with key Joint Chiefs of Staff and Department of Defense officials, to maintain liaison with the Service headquarters and other government agencies' staffs, and to work closely with civilian academic institutions.

The college commandants report directly to the University President, who provides them with policy guidance and direction. The commandants have principal responsibility for curriculum development, student activities, faculty management, and other matters of internal administration. College organization is more fully described in later sections.

The college faculties represent a wide range of disciplines and combine the diversified experience and technical expertise of the military profession with the disciplinary training and specialization of civilian education. More than half of the faculty members are military officers, divided



almost equally among the Services. Their credentials reflect specialties relevant to the curricula of the colleges and they have outstanding records and requisite graduate education. The military faculty represents considerable military service in both operational and staff assignments. Some civilian faculty members are senior officials on loan from parent agencies, such as the State Department and U.S. Information Agency. Others are eminently qualified professors recruited from the academic community. Together they represent a rich and varied experience which reflects a distinguished background in the Nation's service and outstanding academic credentials.



*Lowell Bruce Laingen
Ambassador, Department of State
Vice President, National Defense University*

Approved For Release 2008/08/20 : CIA-RDP86M00886R002800150002-7



President Theodore Roosevelt delivering the address at the laying of the cornerstone of the building which now bears his name

Approved For Release 2008/08/20 : CIA-RDP86M00886R002800150002-7

HISTORY

For most of our national lifetime, American scholarship in the profession of arms matured in each of our military forces more or less independently. Requirements for advanced studies for leaders of the Nation's land, sea, and air defense were met as they arose, and with distinction, by postgraduate colleges set up by and for the respective Services.

But twentieth-century technology's acceleration has imposed a growing need for interdependence: for closer ties among the Western allies, between America's own armed Services and the industrial plant that arms them, and particularly among our military centers of higher learning and research.

This prompted the Joint Chiefs of Staff in 1976 to inaugurate the National Defense University (NDU), an historic pooling of our defense community's intellectual resources. At first made up of the National War College (NWC) and the Industrial College of the Armed Forces (ICAF), the University was joined in 1981 by the Armed Forces Staff College (AFSC), and a year later by the Department of Defense Computer Institute (DODCI). The NDU charter provides that a Foreign Service Officer of ambassadorial rank is Vice President of the University.

The colleges' support facilities were organized into four University directorates. Eliminating overlap therein freed resources, enabling the University to enroll more students without additional cost. The University has doubled its elective courses, upgraded its faculty's credentials, added an Executive Development Office, and expanded its research programs. As part of its expanding mission the University has also created three new research centers and the Institute of Higher Defense Studies.

The National War College brought to the union in 1976 more than three decades of experience in training Army and Navy officers to work closely together. The Industrial College contributed expertise in total national industrial and economic mobilization, and the Armed Forces Staff College brought 35 years of training officers of all Services for joint and combined staff duties.

The University's most venerable precursor, the Army War College, was founded in 1903. Although it had exchanged a few student officers with the Navy War College, founded in 1884, it was not until World War II that a true multi-Service institution emerged. This was the Army-Navy Staff College (ANSCOL), which began in 1943 to "train officers of the arms in . . . duties in unified and coordinated Army and Navy Commands." In 1946 came creation of the National War College, an ANSCOL institutional successor.

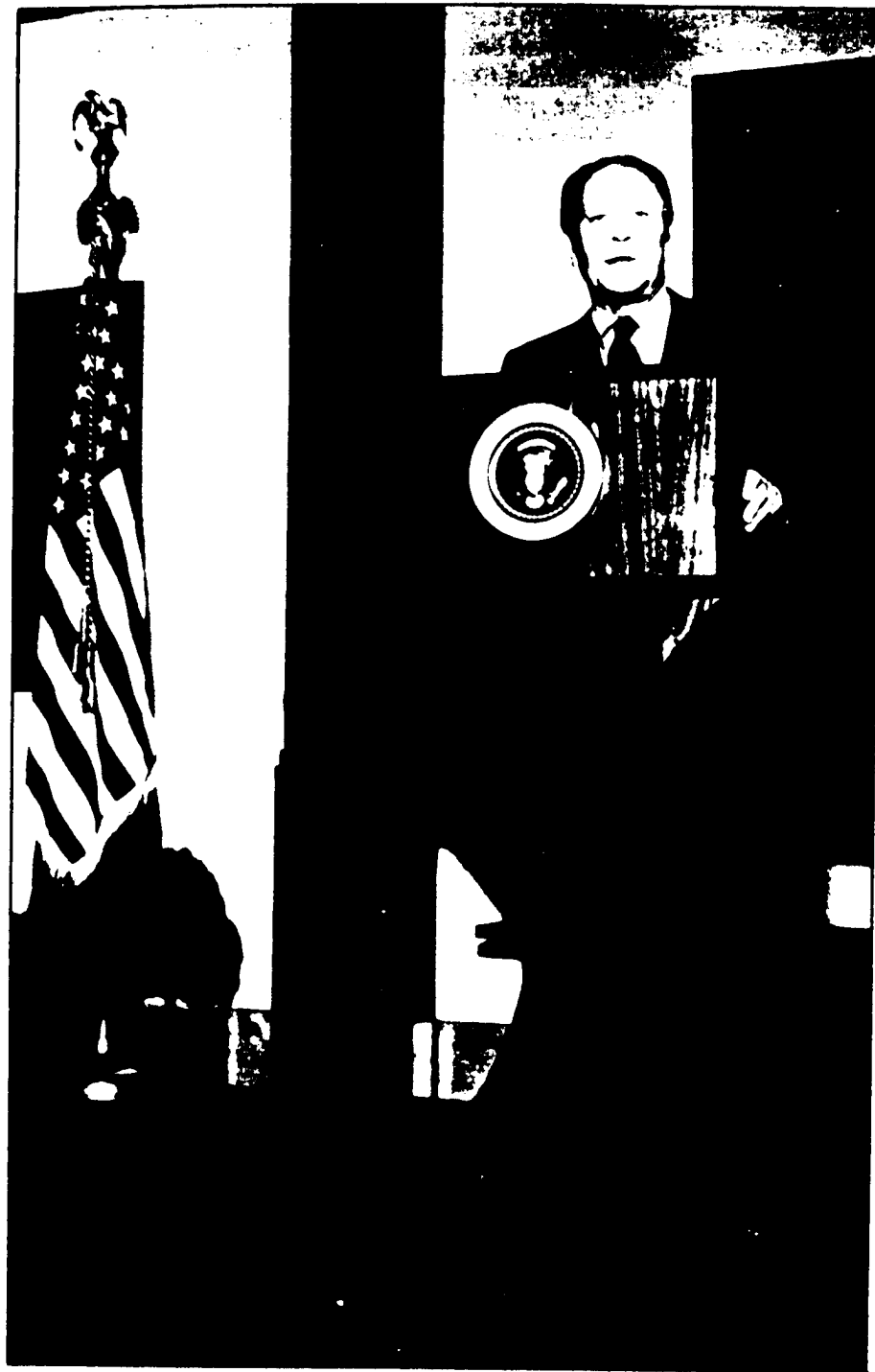
Then as now, NWC students pursued their year's work at Washington's Fort McNair in the splendid domed brick Theodore Roosevelt Hall, first occupied in 1907 by the Army War College and now designated a national historical landmark. Its neighbor to the northeast is Dwight D. Eisenhower Hall, home of the Industrial College.

World War I's lessons led to steps in 1920 to train military officers in the intricacies of industry's mobilization for modern war. After guidance from statesman-industrialist Bernard M. Baruch, the Army Industrial College opened its makeshift doors in 1924. Thereafter, its curriculum kept pace with technology's expansion and prepared the Nation's military-industrial partnership for the supreme tests of World War II.

Shortly after classwork that was suspended during the war was resumed in January 1946, the college became the Industrial College of the Armed Forces, with greater inter-Service focus. When the Industrial College moved from temporary quarters at Fort Lesley J. McNair to its new building there in 1960, the building was dedicated, on 6 September, by President Dwight D. Eisenhower, a graduate of the Class of 1933. Since that time, the college has added pioneering studies in emergency preparedness planning to its instruction in mobilization resource management.

Like the National War College, the Armed Forces Staff College also claims the Army-Navy Staff College as its predecessor. World War II demonstrated that mastery of joint and combined operations is a must of present-day warfare, and thus the Joint Chiefs of Staff established the Armed Forces Staff College on 24 June 1946 with this training mission. Under the Chief of Naval Operations, it set to work in its present location in Norfolk, Virginia, on 13 August of the same year.

Since then, the college has graduated two classes each year, with the staff, faculty, and students assigned by each Service to provide a joint atmosphere. With the construction of Normandy Hall in 1962, the college completed its transition from temporary to permanent institution and joined the National Defense University on 12 August 1981.



*President Gerald R. Ford dedicating National Defense University
18 January 1977*

THE PRESIDENT'S OFFICE

The President's Office, described more fully in the NDU organization section, is a small staff of professionals coordinating activities of the colleges, centers, institutes, and other elements of the University. In addition, the office maintains liaison with key government and educational officials and oversees such University functions as public affairs, health and fitness, and executive development.

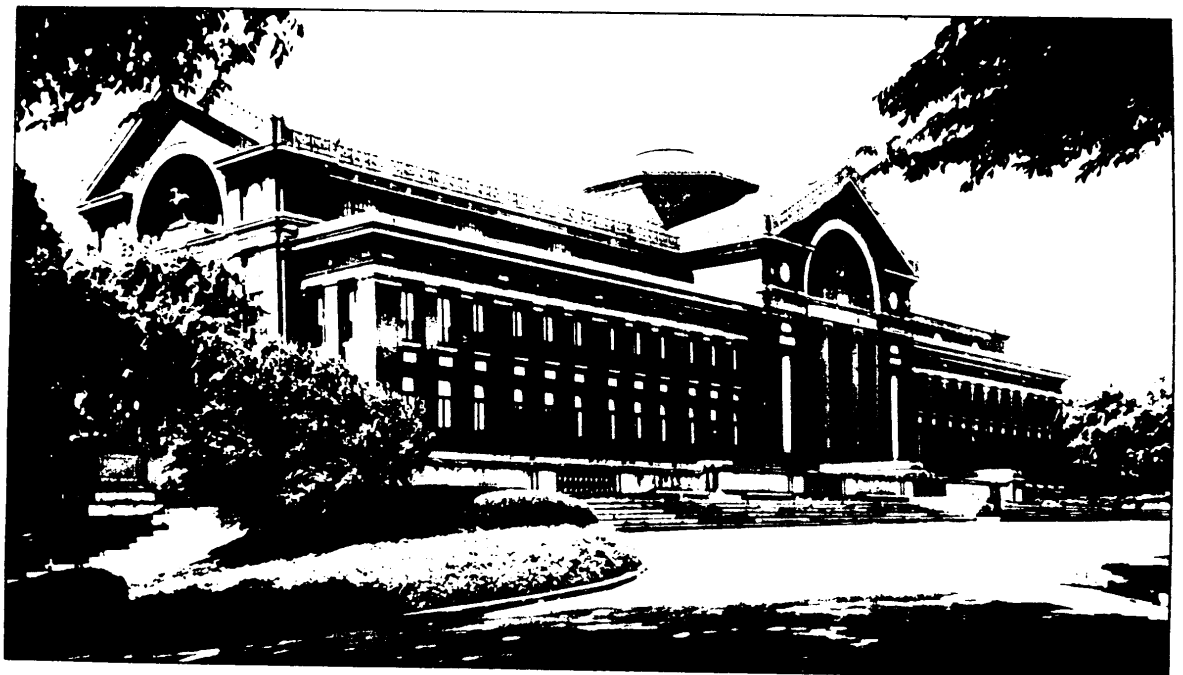
OFFICE OF THE PRESIDENT

RICHARD D. LAWRENCE, Lieutenant General, U.S. Army, President NDU
B.S., U.S. Military Academy; M.S., University of Southern California; Ph.D., Ohio State University; Army Command and General Staff College; Army War College.

LOWELL BRUCE LAINGEN, Ambassador, Department of State; Vice President, NDU
B.A., St. Olaf College; M.A., University of Minnesota; graduate study, American and Georgetown Universities; National War College.

ALFRED E. BURKHARD, Captain, USA, Aide de Camp
B.S., U.S. Military Academy

Approved For Release 2008/08/20 : CIA-RDP86M00886R002800150002-7



Theodore Roosevelt Hall at Fort Lesley J. McNair

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*Perry M. Smith
Major General, USAF
Commandant*

NATIONAL WAR COLLEGE

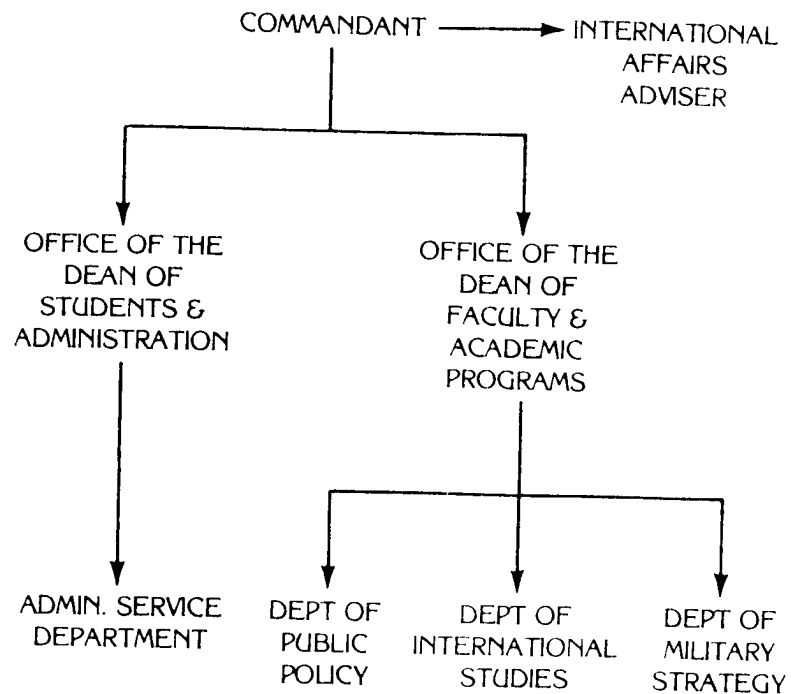
The organization of the National War College is aimed at simplicity, flexibility, and ease of communication between students and faculty and among faculty members. The Commandant, a military officer of two-star rank, occupies a nominative position which rotates among the Army, Navy, and Air Force. Advisers include a State Department International Affairs Adviser, two officers who serve as Dean of Students and Administration and Dean of Faculty and Academic Programs, and a small Department of Administrative Services. The National Defense University provides major administrative and logistical support for the college. The curriculum, all academic scheduling, and the Guest Lectures Program fall under the province of the Dean of Faculty and Academic Programs.

The faculty includes three departments emphasizing broad areas of responsibility rather than narrow academic

studies the foundations of national strategy, national security, and the U.S. military posture. Faculty members in the Department of International Studies concentrate on the relationship between U.S. national security and the world environment. The International Affairs Adviser is concurrently chairman of the department. The Department of Public Policy examines the relationship between the domestic environment and national security, management of resources, and decisionmaking.

The National War College conducts a senior-level course of study which prepares selected personnel of the Armed Forces, the Department of State, and other U.S. Government departments and agencies for high-level command and staff policy positions associated with national security strategy formulation and implementation.

THE NATIONAL WAR COLLEGE (NWC)



CURRICULUM

The college's curriculum is designed to expand and deepen students' knowledge of national security matters and to sharpen their analytical skills. The academic program consists of prescribed, or core, courses; electives; individual and group research projects; and field studies. Teaching methods include lectures, seminar discussions, case studies, and student exercises and simulations.

The Core Program provides an understanding of the development and implementation of national security policy and strategy. It encourages students to identify and analyze issues, develop options, and prepare and present recommendations. The Core Program consists of interrelated courses, and exercises and simulations that deal with the art of war; the international security environment; the national security policymaking process; regional security issues; and defense policy and military strategy. These subjects are addressed by the following courses:

Interrelated Courses

Executive Skills Development. An introduction to the role individual behavioral factors play in interpersonal relations, group dynamics, the organization's ethics, and decisionmaking.

Art of War. An examination of the fundamental dimensions of war, focusing on political objectives, military objectives, and strategy. The ideas of classical and modern strategists are analyzed in light of battlefield experience, and American and Soviet approaches to war are compared.

International Security Environment. An appraisal of issues and trends in the international political and economic systems and the challenges these developments present to the policymaker. This course examines the means available to deal with these challenges, including the instruments by which national objectives can be achieved, and the ways these foreign-policy instruments can be orchestrated into effective security policies.

Politics, Policy, and Resource Allocation. An analysis of the roles, relationships, and influence of the legislative branch.

institutions and groups on national security policy development and the allocation of resources. This course also addresses congressional committee procedures and relations with the media.

Policy Planning and National Security Decisionmaking. An examination of the national security policy planning and decisionmaking process within the executive branch with particular emphasis on the National Security Council system and Department of Defense.

Major Powers and Regions. A systematic analysis of security conditions, and policies and programs and their impact on the defense and foreign policies of selected countries. An appraisal of security commitments and agreements and their implications for U.S. interests and programs. Practical exercises in the identification and resolution of security issues conclude each regional study.

U.S. Defense Policy and Military Strategy. An analysis of current U.S. defense policies from nuclear war to terrorism and their translation into military strategy and force requirements. The rationale, logic, and implications of defense policies are assessed and strategic issues and defense trends identified. The course builds on the issues and trends identified in the International Security Studies course and the principles identified in the Art of War course.

Joint and Combined Operations. An examination of strategic, tactical, and doctrinal concepts and their use in developing strategies, planning for contingencies and operations, and conducting joint and combined operations.

Exercises and Simulations

The following exercises and simulations emphasize active learning and provide opportunity to put theory into practice.

National Security Policy Decision. A policy formulation and decision exercise which focuses on policy options for presidential decision and builds on regional security issues in the International Security Studies course. The product of this exercise, a National Security Decision Directive, provides the policy basis for the following exercise.

Strategy and Force Development. Phase I of this exercise requires students to translate national security policy decisions into military objectives and develop a national military strategy, desired force capabilities, and required force levels. Phase II constrains those force levels fiscally and requires students to modify their strategy or force mix and identify and assess the resulting risk.

Terrorism and Counterterrorism. A political-military simulation involving a terrorist incident with international implications. Students develop a strategy and use the instruments of statecraft to counter and resolve the incident.

Contingency Planning and Force Employment. A crisis management political-military simulation and exercise in contingency planning and force application.

ELECTIVES PROGRAM

A full range of elective courses, listed in a later section, complements the Core Program.

RESEARCH: STRATEGIC STUDIES PROGRAM

The Strategic Studies Program is the major research program at the National War College. All students and faculty are involved in this program. It is designed to sharpen students' research, analytical, and writing skills and to produce useful studies on national security issues.

Students, either individually or in small groups, are required to work on a research topic of their choosing during the academic year. Government agencies propose topics they wish explored and sponsor the project. The sponsor is expected to maintain a close and continuing relationship with the student and faculty research adviser. Should there be no topic forwarded by an agency that suits the particular expertise or interests of a student, the student is encouraged to formulate his own. The only requirements are that the subject be of national security interest, an agency sponsor the research, and a faculty member be found to supervise it.

STAFF AND FACULTY

PERRY M. SMITH, Major General, USAF, Commandant
B.S., U.S. Military Academy; Ph.D., Columbia University;
National War College.

JOHN I. ALGER, Lieutenant Colonel, USA
B.S., U.S. Military Academy; A.M., Ph.D., Stanford
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HARRY H. ALMOND, Jr., GS-15, Office of the Secretary of
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B.S., Yale University; M.Ch.E., Cornell University; J.D.,
Harvard Law School; LL.M., Ph.D., London School of
Economics and Political Science; Certificate, The Hague
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Georgetown University; National War College.

GORDON R. BEYER, Ambassador, Department of State,
International Affairs Adviser
A.B., Harvard University; M.A., Northwestern University;
Foreign Service Institute; Middle West Institute; National
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B.A., Gettysburg College; M.A., Kansas State University;
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B.B.A., University of Texas; M.A., Louisiana State
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Diploma in Advanced International Studies, University of
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CAROL A. DONOHOE, Lieutenant, USN
B.A., St. Francis College.

JOHN B. EASTMAN, SCE03, National Security Agency
B.S. Tulane University; Georgetown University (Graduate
School) and (School of Foreign Service); American University
(Graduate School); Naval War College.

SAMUEL B. GARDINER, Colonel, USAF
B.B.A., University of Wisconsin; M.B.A., California State
University; Armed Forces Staff College; Army Command and
General Staff College; National War College.

CATHY GAUL, Ensign, USN
B.S., Naval Academy.

JOHN F. GILHOOLY, FS-1, Department of State
Saint Michael's College; B.A., Colby College; Department of
State Senior Seminar in Foreign Policy; National War
College.

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B.S., Naval Postgraduate School; M.S., George Washington
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JACK H. JACOBS, Lieutenant Colonel, USA
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B.A., Cannon College; M.A., Kent State University; Ph.D.,
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B.B.A., Ph.D., University of Washington; Graduate studies,
University of Stockholm; National War College.

GEORGE W. RUNYON, Lieutenant Colonel, USAF
B.S., University of Maryland.

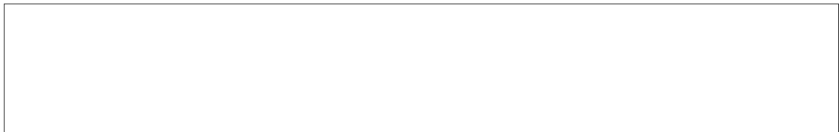
RICHARD E. Siner, Lieutenant Colonel, USAF
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Command and General Staff College; National War College.

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College; Argentine Army Senior War College; National War
College.

MARK E. SMITH III, Colonel, USAF
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George Washington University; Industrial College of the
Armed Forces.

VICKIE ANN SPURLOCK, Lieutenant, USNR
B.S., Vanderbilt University.

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and Academic Programs
B.S., Air Force Academy; S.M., Massachusetts Institute of
Technology; M.A., M.A.L.D., Ph.D., Fletcher School of Law
and Diplomacy.



ULRICH A. STRAUS, Minister Counselor, Department of State
B.A., M.A., University of Michigan; NATO Defense College.

STEPHEN F. SZABO, GM-14, Department of the Army
B.A., M.A., American University; Ph.D., Georgetown University.

GEORGE E. THIBAUT, Captain, USN
B.S., Tufts University; M.A., Boston University; M.S., George Washington University; Naval War College; National War College.

WALLACE E. WALKER, Lieutenant Colonel, USA
B.S., Military Academy; M.S., Ph.D., Massachusetts Institute of Technology; Command and General Staff College.

ALFRED D. WILHELM, Jr., Colonel, USA
B.S., Military Academy; M.A., University of Michigan; M.Ph., University of Kansas; Army Command and General Staff College.



The Rotunda, Theodore Roosevelt Hall

**THE NATIONAL WAR COLLEGE
ACADEMIC YEAR 1984-1985**

	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN
CORE PROGRAM											
I INTRODUCTION AND OVERVIEW Part 1 Executive Skills Development Part 2 Overview of National Security Issues	■										
II ART OF WAR		■									
III INTERNATIONAL SECURITY ENVIRONMENT			■								
IV AMERICAN POLICYMAKING PROCESS Crs. 1 Politics, Policy & Resource Allocations Crs. 2 Policy Planning and Decisionmaking				■	■						
V MAJOR POWERS AND REGIONS						■	■				
VI DEFENSE POLICY AND MILITARY STRATEGY Crs. 1 Strategic Nuclear Warfare Crs. 2 Conventional Warfare Crs. 3 Insurgency Crs. 4 Joint & Combined Operations								■	■	■	
ELECTIVES STUDIES PROGRAM		■	■	■	■	■	■	■	■	■	■
OTHER EVENTS	Convocation				Christmas Recess					Field Studies Graduation	

PAO 84-0482

4 December 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM: George V. Lauder
Director Public Affairs Office

SUBJECT: Address of the National War College

1. You will be speaking to the The National War College class of 1985 on "The Role of Intelligence in Policymaking" from 10:00 to 11:30 a.m. in the Arnold Auditorium, Building 61, at Ft. McNair on Tuesday, 11 December. Course Director Colonel Rich Siner (USAF) [redacted] will meet you at the entrance of the building at 9:50 a.m. and escort you to the auditorium.

25X1

2. Audience: Approximately 160 U.S. military and federal civilian personnel will attend. The students are mostly military officers of Colonel rank but the FBI, State Department, USIA and the CIA will also have representatives.

It will be a closed session and all attendees will have TOP SECRET, no compartmented, clearances. Foreign officers attending the University will not be allowed in the session. The Commandant of the College Major General Perry M. Smith (USAF) will be present. [redacted]

25X1
25X1

3. Speech: The talking points for your speech were forwarded to you previously. You have been asked to speak for 30 minutes, followed by a 15-minute break, then 45 minutes of Q's and A's. A member of the Intelligence Community Staff and a student in the class [redacted] will introduce you and monitor the Q's and A's. A neck mike and a standard microphone and podium will be on stage. Your speech will be taped for our records.

25X1

4. Background: During the month of December the class topic is the Intelligence Community's role in national security planning and decision-making. Last year Bobby Inman addressed the class of '84. The DCI spoke to a joint session of the National War College and the Industrial College of the Armed Forces in December of 1982.

S E C R E T
NOFORN

SUBJECT: Address of the National War College

Attached for your information is background materials on the National Defense University and biographies of:

Major General Perry M. Smith, Commandant

STAT



George W. Lauder

Attachments

S E C R E T
NOFORN



Perry



Connor

SMITH, Perry M., Major General, USAF
Commandant

SPECIALTIES: Career: Tactical Aviation/Planning
Academic: International Relations/Defense Policy/Strategic Planning

EDUCATION: BS, Military Science, United States Military Academy, 1956; PhD, International Relations, Columbia University, 1967

TEACHING EXPERIENCE: Assistant Professor, Associate Professor, Deputy Department Head, Political Science Department, United States Air Force Academy, 1966-1968, 1969-1970, 1971-1973; Visiting Professor, National War College, 1970-1971

INTERESTS/HOBBIES: Tennis; Skiing, Long Distance Running; Reading

SELECTED PUBLICATIONS: Book: The Air Force Plans for Peace: 1943-1945, The Johns Hopkins Press, 1970

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